

**SECRET**NOTES ON IAC MEETING, 20 OCTOBER 1950*Rough draft*

1. General Smith stated that OPC and SO, within CIA, are not to consolidate—but they will coordinate their activities thoroughly in the future.
  2. IAC will meet much more often in the future, and possibly for longer periods, although it will be the aim to keep meetings as brief as possible. The IAC must hereafter be "geared for rapid cooperative work" on the basis that the best intelligence brains of the nation will be present and must cooperate.
  3. A letter written by Mr. Jackson to Walter Lippmann, stating the purpose and aims of CIA, was read with the endorsement of General Smith.
  4. Hereafter, intelligence estimates produced by ORE and to be issued with the approval of IAC, will have a new cover showing plainly that it is a collective effort, and will be labeled "National Intelligence Estimates."
  5. The ORE will be the heart and soul of CIA and of the national intelligence machinery. It will be reorganized to have a "Division of Estimates" and a "Division of Basic Intelligence." The latter will confine its activities to the production of reports as a service of common concern on subjects assigned specifically by law to CIA. Mr. Jackson ~~made~~ <sup>said</sup> the point that the fact that ORE has in the past produced both estimates and simple reports of fact has, in effect, blurred the production of ORE--insufficient differentiation is made between the two products, and the methods of <sup>them</sup> production.
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6. On General Smith's arrival Mr. [REDACTED] professed himself to be unhappy in his position, operating under directives generally misunderstood. General Smith made the point that the directives were written

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to meet conditions prevailing at the time, and were not currently appropriate. He has issued instructions to [REDACTED] to coordinate hereafter with State, Defense, and NSRB.

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7. General Smith made the point that presently there is no senior CIA representative in several foreign countries. [REDACTED] will be sent [REDACTED] as senior CIA representative, with instructions to coordinate with [REDACTED]. It was not made clear whether CIA intends to establish a senior representative in all foreign countries.

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8. The procedure for arriving at intelligence estimates (other than those which are crash estimates) will be approximately as follows:

a. A frame of reference and assumptions will first be arrived at and approved by IAC.

b. An outline will be drawn up by ORE, and the several intelligence agencies asked for contributions within the field of interest.

c. ORE will produce a first draft.

d. Draft will be sent back to the agencies for comment and modification.

e. ORE will produce a second draft.

f. IAC will approve, after resolving differences.

*offered*  
(The above procedure is indicated by the undersigned as being an *approximate rendition* ~~fair repetition~~ of the conclusions of a fairly involved discussion.

This rendition may be somewhat inaccurate.)

9. Within the new Estimates Division of ORE there will be a panel of five or six individuals constituting the top brains. General Smith is looking hard for a retired General or Admiral to head. He tried to

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get [REDACTED] and asked [REDACTED]  
[REDACTED] to talk once more to [REDACTED] in an effort to persuade him.  
General Smith also said he was anxious to get [REDACTED] to be  
a member of the panel, and possibly to head the Division.

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10. As a matter of urgency, it was decided that an intelligence plan must be written. This, in effect, will be a list of estimates to be made under the direction of IAC; the subjects of these estimates are to be in an order of priority of accomplishment.

11. At the next meeting it was determined to discuss the frame of reference and assumptions to form the basis of an Intelligence Estimate of the Situation in Indo-China.

12. General Smith will produce a paper indicating how CIA will function in a Theater of Operations in war. He will circulate this at a future time, as a matter which needs resolution.

13. The next meeting will be held Wednesday, 25 October, at 1500. At this meeting the intelligence plan and the frame of reference and assumptions on Indo-China will be discussed (see paragraphs 10 and 11 above).

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(Note by the undersigned: I acquainted [REDACTED] with the last requirement this date, and suggested that ID send to the Wednesday meeting one individual armed with a list of estimates in order of priority, and prepared to discuss that matter, and a second individual, expert on Indo-China, with a frame of reference and assumptions for an estimate on that area.)

[REDACTED]  
Colonel, GSC  
Assistant Executive for  
Planning and Coordination

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CENTRAL INTELLIGENCE AGENCY  
 OFFICIAL ROUTING SLIP

*By Hand*

TO		INITIALS	DATE
1	AD/OPC <i>31 Oct</i>	<i>CR</i>	<i>31 Oct</i>
2	<del>Rm 1067, L Bldg.</del> <i>2044 R Bldg.</i>		
3	SAA	<i>TK</i>	<i>1 Nov</i>
4	EAD	<i>CR</i>	<i>1 Nov</i>
5	<i>Chief COAPS</i>		
FROM		INITIALS	DATE
<i>1</i>	Chief, COAPS	<i>WR</i>	<i>31 Oct 1950</i>
<i>2</i>			
<i>3</i>			

- |                                      |   |                                    |
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| <input type="checkbox"/> APPROVAL    | <input checked="" type="checkbox"/> INFORMATION | <input type="checkbox"/> SIGNATURE |
| <input type="checkbox"/> ACTION      | <input type="checkbox"/> DIRECT REPLY           | <input type="checkbox"/> RETURN    |
| <input type="checkbox"/> COMMENT     | <input type="checkbox"/> PREPARATION OF REPLY   | <input type="checkbox"/> DISPATCH  |
| <input type="checkbox"/> CONCURRENCE | <input type="checkbox"/> RECOMMENDATION         | <input type="checkbox"/> FILE      |

REMARKS: For the time being Mr. Jackson requests that these Minutes which will be sent routine be held on a Confidential basis in respect to the rest of your Staff.